

# **CULPEPER COUNTY, VIRGINIA**

## **COMMUTER STUDY**

**July, 2006**

**Compiled and Prepared by**  
**THE PATHFINDERS**



**Dallas, Texas**

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## INTRODUCTION

The Pathfinders has employed the experience it has gained over the past 25 years of producing area workforce assessments for site-selection clients and industrial/commercial property developers, as well as local and state economic development organizations, to produce this evaluation of the Culpeper County, Virginia commuter workforce. This evaluation assesses the commuting workforce resident in Culpeper County; describes its characteristics of interest to prospective employers in the County; and, offers a view as to the adaptability of that workforce to potential employment opportunities in Culpeper County.

The information presented in this report has been developed independently of the client, and the client has not influenced the findings.

According to the U.S. Census Bureau, the 2005 estimated population of Culpeper County was 42,530. The County's population has increased by more than 24% since 2000 and by more than 10% since 2003, as shown in the table below.

### Culpeper County Population

2000	2003	2005
34,262	38,585	42,530

Source: U.S. Census Bureau, Population Estimates and Counts

The civilian labor force is an estimate of employed and unemployed people by place of residence. The County's labor force subject to this survey is depicted below.

### Civilian Labor Force

County	Employed Persons	Unemployed Persons	Total Civilian Labor Force
Culpeper	18,575	568	19,143

Source: Virginia Local Area Unemployment Statistics



Although the County's civilian labor force growth has not kept pace with population growth, its workforce has grown nearly 14% since 2000 and almost 8% since 2003. Additionally, the number of employed persons has grown by more than 12% since 2000 and by 9% since 2003.

For the purposes of this study, we have concentrated on that cohort of the employed labor force that falls between the ages of 22 and 64 years in compiling our household survey sample.

**Adjusted Civilian Employed Labor Force**

<b>County</b>	<b>Adjusted Total of Employed Persons</b>
<b>Culpeper</b>	16,900

As seen in the tables above, Culpeper County's workforce not only satisfies the needs of its own employers in large part, but also contributes a significant share of workers who commute to jobs throughout the region. The Pathfinders was retained to conduct a survey of those individuals who travel regularly to jobs outside of Culpeper County.

Data resulting from these surveys should enable local economic development officials to assess the impact of commuting workers on the local economy and to factor their qualifications and related characteristics into local economic diversification, business recruitment, business expansion and retention efforts.

To begin the survey, we obtained a random sample of telephone numbers of qualified Culpeper County residents for use in the Computer Assisted Telephone Interviewing or CATI system. The age grouping used for the sample was 22 through 64 years and we placed no limit on household income so as to maximize coverage.

The Pathfinders then conducted telephone interviews, based upon the sample collected, with individuals throughout the County. The purpose of these interviews was to identify -

- those individuals who live in Culpeper County but work in a different county;



- the workplace characteristics and special qualifications that these commuters utilize in their daily work outside the County; and,
- the conditions under which they would consider jobs in Culpeper County.

Information collected from individuals surveyed included, among other factors, the County of their employment; the likelihood of their working in Culpeper County if comparable jobs became available; any technical or professional licenses, certifications and clearances that they currently hold; and their education, current pay, current occupation, race, gender, age, experience, skills and related features.

The survey completed sufficient interviews with qualified individuals to produce results which vary by no more than plus or minus 5 percentage points. In face if this survey were repeated 100 times, 95 times out of 100 the results would be the same as those gathered from a survey of every commuting resident of the County.

The Pathfinders determined the number of commuters by adjusting the employed labor force (total civilian labor force minus the unemployed, actively seeking work), to reflect the age range of the sample.

## SUMMARY OF FINDINGS

- Culpeper County's employed labor force between the ages of 22 and 65 is approximately 16,900. The average age of this group is 45.5 years.
- Approximately 7,800 people, or 46% of this employed labor force live inside the County but work elsewhere. 7,100 of these are full-time workers, and approximately 700 individuals work part-time.
- A major share of these commuters (41%) reports its primary reason for working outside Culpeper County is the appeal of higher salaries and more lucrative benefits packages. More than 25% of commuters point to the lack of job opportunities as their principal motivation. Despite these limitations, 50% of this group has lived in the County for 11 years or more and 37% have held their current jobs for an equal period.
- 20% of these commuters work in Fauquier County; 19% in Fairfax County; 18% in Prince William County; 8% in Washington, DC; more than 20% elsewhere in Virginia; and, the balance either travels extensively or works in Maryland.
- Their average one-way commute extends some 42 miles and takes one hour to complete.
- As a result of its commuting practice, this group expends, on average, more than \$38 million annually for commuting and miscellaneous purchases outside of Culpeper County.
- 46% of the Culpeper County commuting labor force has an associate degree or higher and 34% have at least a Baccalaureate Degree.
- 47% hold some form of technical or professional license, certification or clearance.

- The median current pay of the Culpeper County commuters is \$24.31 per hour.
- 81% of Culpeper County commuters who work full-time, or approximately 5,750 individuals, would consider taking a comparable job in Culpeper County if one became available.
- 50%, or some 3,550 commuting workers, would consider available jobs in the County even though they were not comparable to their current positions. Part-time workers exhibit similar percentages.
- 2,100 of these commuters also noted that they would consider taking a cut in pay for full-time employment in Culpeper in the amount , on average, of \$4,700 per year less than their current salaries.
- 76% of commuters who work part time, or another 530 persons, would work at a comparable job in Culpeper County. 350 of these part-timers also indicated that they would accept less pay in the average amount of \$775 per year.
- That brings the total potential number of commuters willing to consider employment in the County to nearly 6,300 experienced workers.
- The largest single group of commuters (16%) works for “Government / Civil Service”; 8% work in construction; 7% are employed by government contractors (4% of the these in the defense sector and 1% each in Homeland Security, United States Postal Service or Department of Labor); 7% in the medical or healthcare sector; 5% in retail sales; 4% each in architecture, electronics, engineering, banking and finance, maintenance, office operations and trades; and, the balance spread across a host of disciplines including computer programming, information technology, telecommunications, manufacturing, aviation, logistics and security operations.



- As a group, these commuters rank “Financial Stability of the Company” as the single most important factor in rating a job’s appeal: followed closely by “Insurance Benefits”, “Salary” and “Retirement Benefits”.
- Our direct survey of operations and human resources managers in core Culpeper County employers included 15 companies with more than 2,600 employees total.
- These employers awarded high marks to the County’s workforce for teamwork, productivity, attitudes and reliability.
- A large majority of employers rated absenteeism, tardiness, turnover and substance abuse as low to moderate.
- These companies rated the costs of labor, materials and capital equipment as their “Number 1” operating cost factors.
- More than half of the group has operations in other locations and their Culpeper County establishments compare favorably to those others in worker productivity and overall performance.

## ASSESSMENT OF THE CULPEPER COUNTY COMMUTER WORKFORCE

A survey of employed individuals, ages 22 through 64 years, who reside in Culpeper County was conducted in order to determine the proportion of those workers who leave the county each day for work. Survey results indicate that 42% of Culpeper County workers, or approximately 7,100 people in this age range, commute to a neighboring area for full-time employment. Another 4% of the workers, or approximately 700 people, commute for part-time jobs. In total, approximately 7,800 individuals reside in Culpeper County but work elsewhere.

### NUMBER OF CULPEPER COUNTY COMMUTERS

Description	Number of Persons	Percentage
Full-time workers who commute	7,100	42%
Part-time workers who commute	700	4%
<b>Totals</b>	<b>7,800</b>	<b>46%</b>

Given that almost half of the Culpeper County employed workforce leaves the County each day for work, certain questions naturally arise, for example:

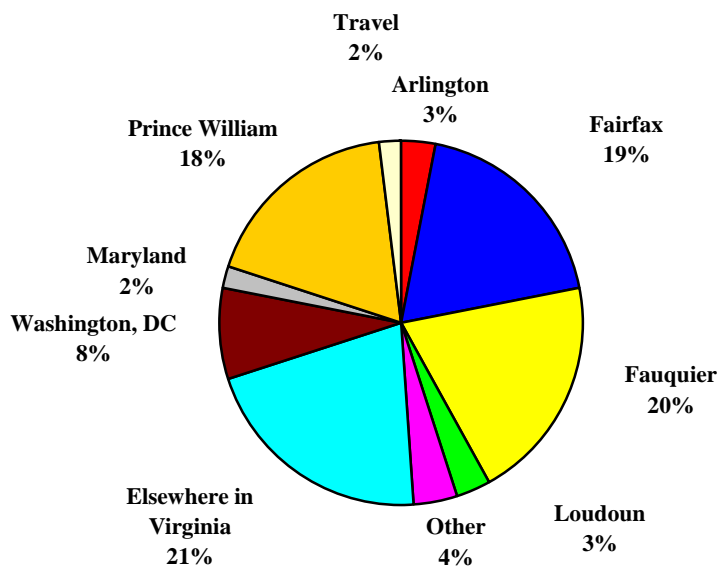
- Why don't they work in Culpeper County?
- Where do these commuters work?
- What kinds of jobs do they have?
- What kind of education, workplace experience and skills do they have?
- How much money do they make?
- What is important to them in their jobs?

This report will answer these questions and others questions while offering some insights into the details of the County's commuting workforce.



The largest single proportion of Culpeper commuters works in Fauquier County (20%). Those who work in Fairfax County, Prince William County and elsewhere in Virginia follow that group closely. 16% of commuters travel to Maryland for work and 8% have jobs in Washington, DC. The remainder works in other unspecified places or travels extensively.

## COMMUTERS BY COUNTY OF EMPLOYMENT



The commuting individuals were surveyed as to their reasons for working outside Culpeper County. The main reason cited was the availability of higher salaries and greater benefits packages outside the County (41%). The lack of job opportunities in Culpeper trailed as the second most often mentioned factor. It should be noted that some crossover exists in these answers. Therefore, the percentages will exceed 100%.

## REASONS FOR WORKING OUTSIDE CULPEPER COUNTY

### 7,800 Commuters

Sector	Percentage
Lack of Jobs in Culpeper County	25%
Better Salary/Benefits in Another County	41%
Better Location	11%
Like Current Job	16%
Had Job Before Moving to Culpeper County	5%
Close to Retirement	4%
Work for Well-Known Company	3%
Self Employed	3%
No Chance for Growth in Culpeper County	2%
Seniority	2%
Work involves Traveling	2%
Clients are Mostly Outside the County	2%
Housing Favorable in Culpeper	2%
Other*	5%

\* Includes a variety of reasons, each with less than 2% representation, such as company transfers to another county and time for relaxation during the drive to work.

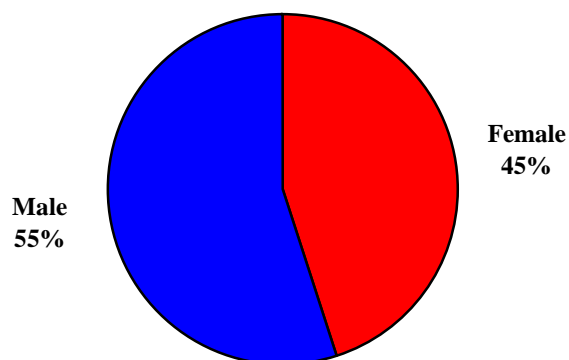


## CHARACTERISTICS OF COMMUTERS

### Culpeper County

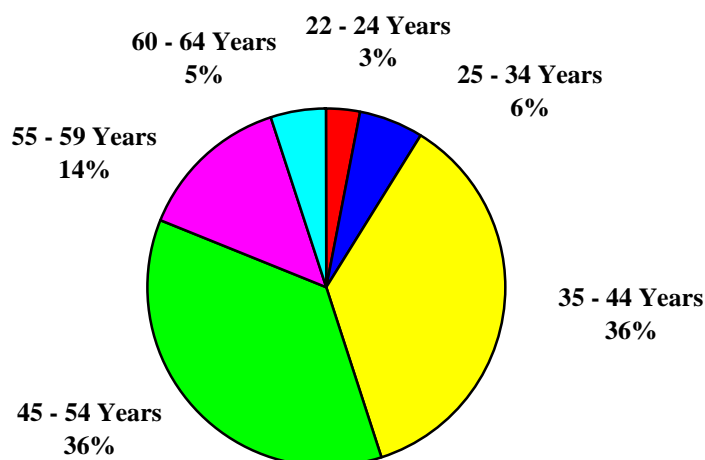
The following charts provide information on various characteristics of the 7,800 individuals who reside in Culpeper County but work full-time or part-time in a different county. As these data relate solely to those individuals in the county who are commuters, they will vary from data representative of the labor force as a whole.

#### GENDER



#### AGE

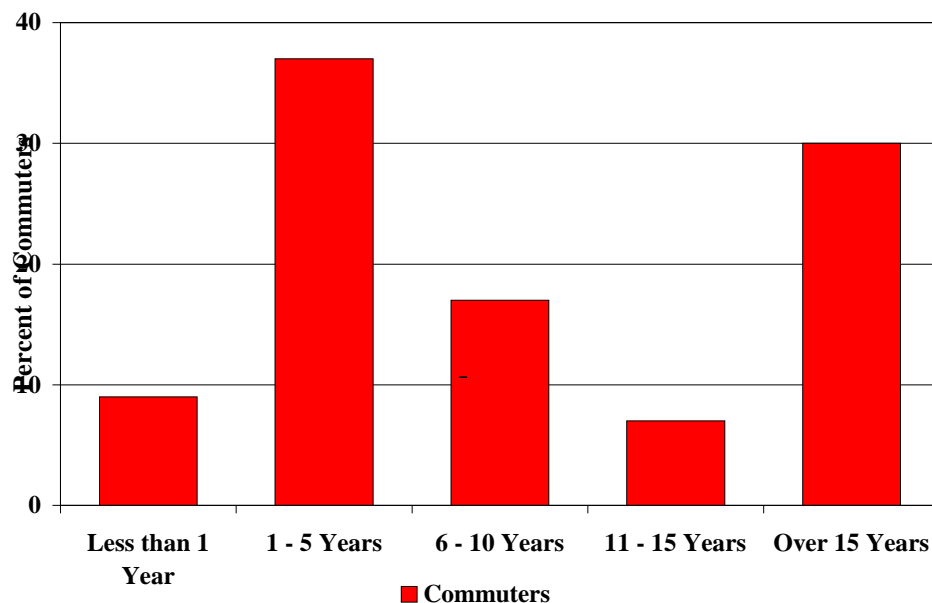
Sample Average Age - 45.5 Years



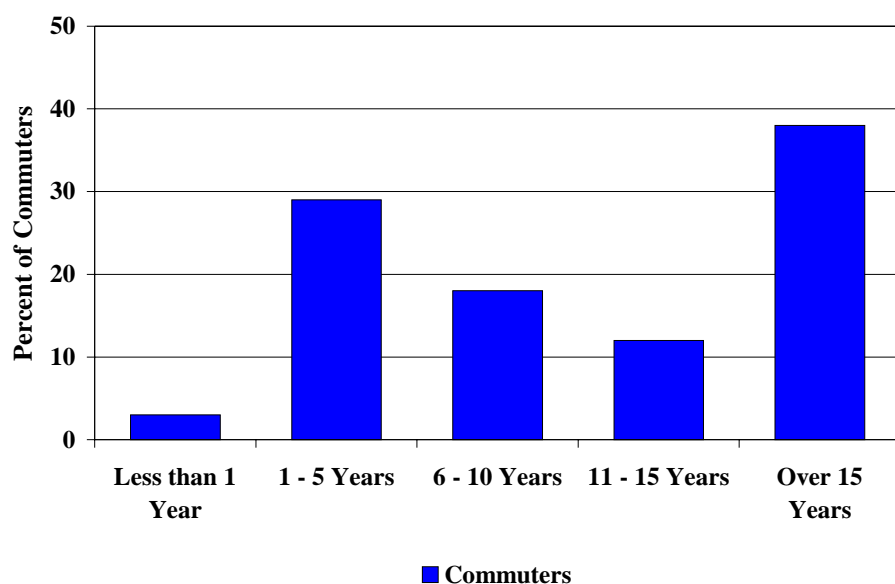
## CHARACTERISTICS OF COMMUTERS

### Culpeper County

#### LENGTH OF TIME IN CURRENT JOB – MEDIAN 7.1 YEARS



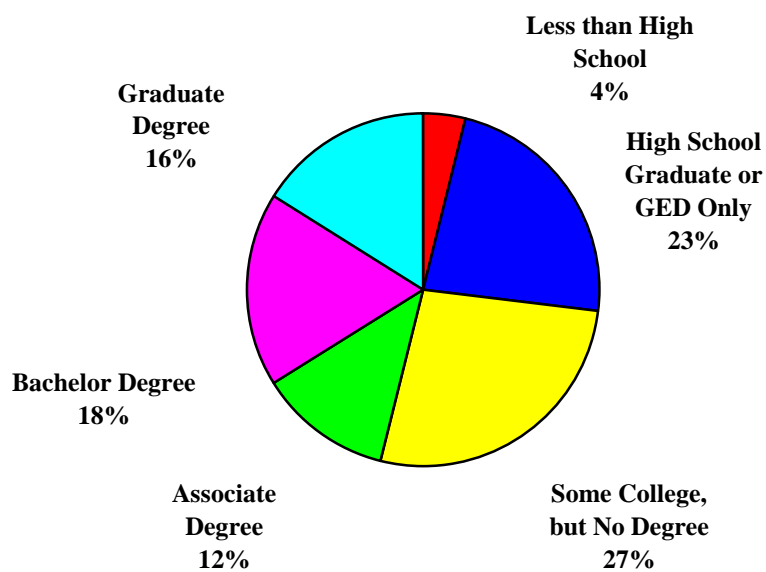
#### TIME RESIDENT IN CULPEPER COUNTY – MEDIAN 11.1 YEARS



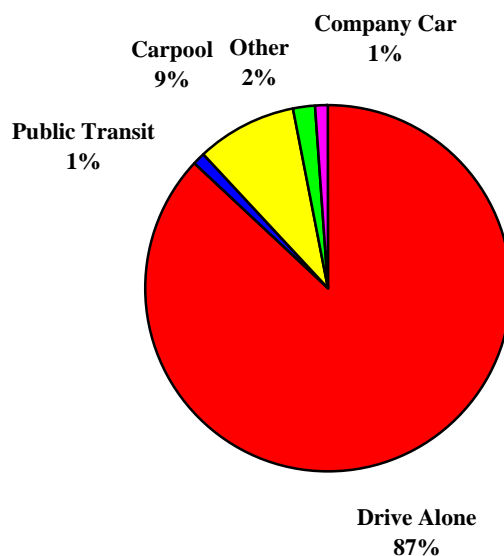
## CHARACTERISTICS OF COMMUTERS

### Culpeper County

#### EDUCATION



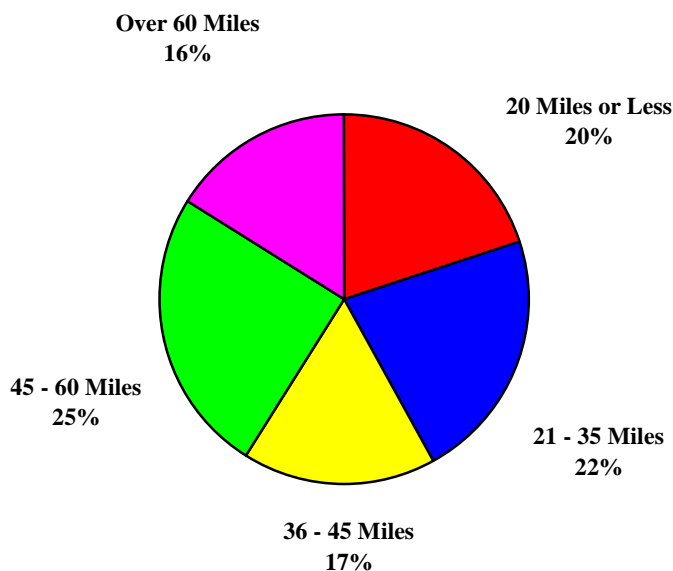
#### COMMUTING TRANSPORTATION



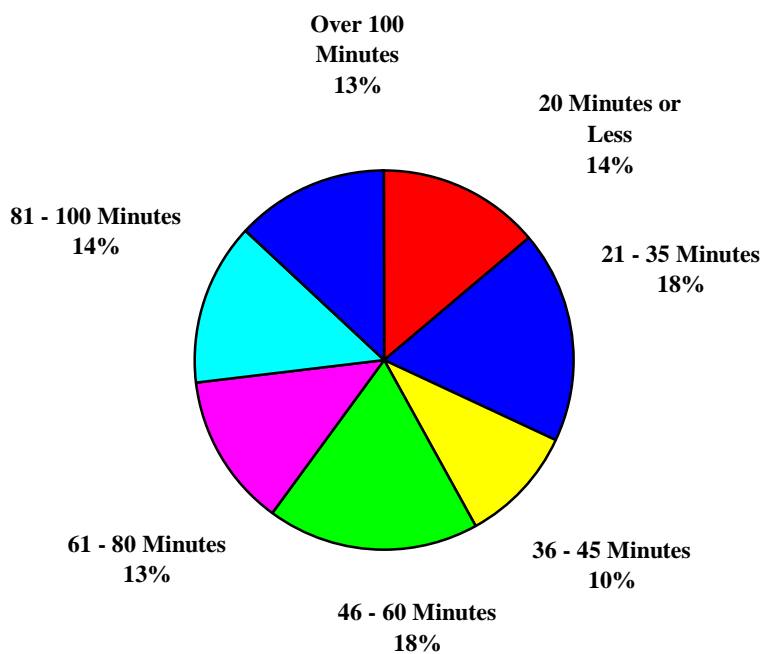
## CHARACTERISTICS OF COMMUTERS

### Culpeper County

#### COMMUTING DISTANCES – AVERAGE 42 MILES ONE WAY



#### COMMUTING TIMES – AVERAGE 60 MINUTES ONE WAY





## CHARACTERISTICS OF COMMUTERS

### Culpeper County

#### CURRENT SECTOR OF EMPLOYMENT

Sector	Percentage
Government/Civil Service	16%
Construction	8%
Education	8%
Medical/Healthcare	7%
Financial/Insurance/Real Estate	6%
Retail Sales	5%
Information Technology/Telecommunications	5%
Trades	4%
Office Operations	4%
Architecture/Engineering	4%
Maintenance/Installation/Repair	4%
Manufacturing/Assembly	3%
Logistics	3%
Self Employed/Own Business	3%

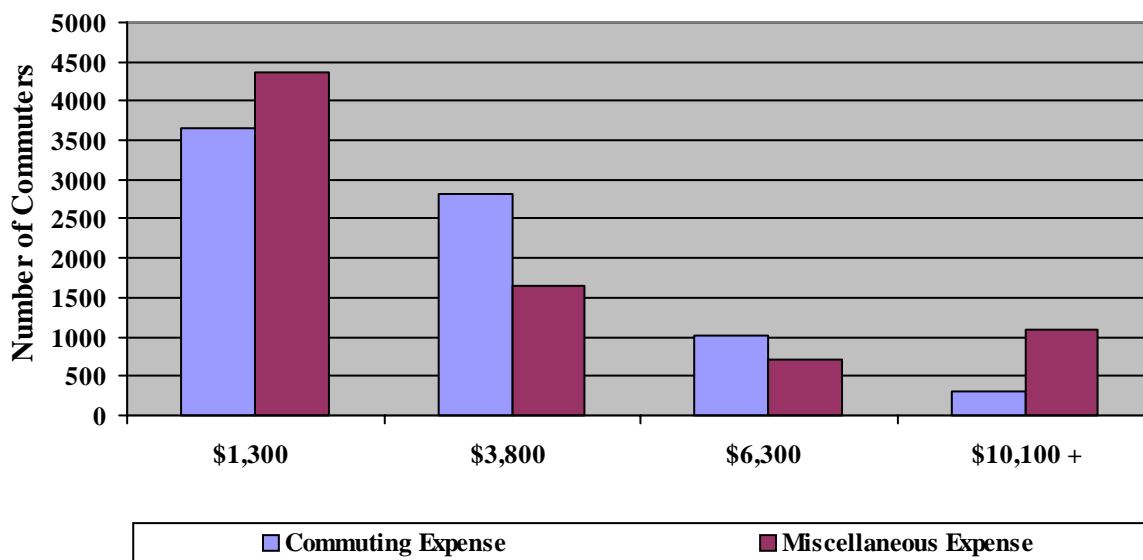
Commuters reported numerous other sectors of current employment: each with less than 2% representation. These included, among others, aviation, security operations, utilities, computer programming/operations, hospitality, food service and professional and business services. Government contractors made up 7% of the sample – 4% in the defense sector.

## COMMUTER EXPENDITURES OUTSIDE CULPEPER COUNTY

During the course of the survey, the commuters were asked to estimate the amount of money spent each week for fuel, tolls, parking and other expenses related to commuting. The median dollar amount reported was \$54.40 per week. Further, we also asked commuters to estimate the amounts that they spent on miscellaneous purchases made outside of Culpeper County as a result of their commute to work including meals, entertainment, services, retail purchases, etc. The median dollar amount reported for these expenditures was \$43.58 per week.

Overall, Culpeper County commuters estimate their annual commuting expenditures to fall between \$20.1 million and \$32.6 million. Further, they estimate their miscellaneous annual expenditures to range from \$15.1 million to \$25.5 million. Considered together, Culpeper County commuters spend between \$35.2 million and \$58.1 million in a year of commuting to jobs outside the County. The median total annual expenditure is \$38.2 million.

### Approximate Annual Expenditures Per Commuter



Expenditures	Annual Commute Expense	Annual Miscellaneous Expense
Minimum	\$20,085,000	\$15,081,300
Median	\$21,216,000	\$16,996,200
Maximum	\$32,615,700	\$25,494,300

## CHARACTERISTICS OF COMMUTERS

Commuting workers indicate a willingness to consider taking a job in Culpeper County for a variety of reasons. Some want to upgrade their job circumstances by moving closer to home and family. Others want to reduce their costs for daily commuting. Many want to be closer to the preferable lifestyle that exists in the County. Overall, however, the majority wants to make a move at the same level of salary and benefits that they currently enjoy (or fairly close to that mark). Nonetheless, these commuting workers appear to possess the skills, education, and experience to enable them to do so when attractive jobs become available.

The following data represent the current pay rates of the Culpeper County commuters. Many workers expressed their wage requirements in annual terms, but all wage figures in this report are presented in hourly rates. Selected conversions may add perspective to the hourly rates. Figures presented below are based on a 40-hour workweek.

### CONVERSION CHART

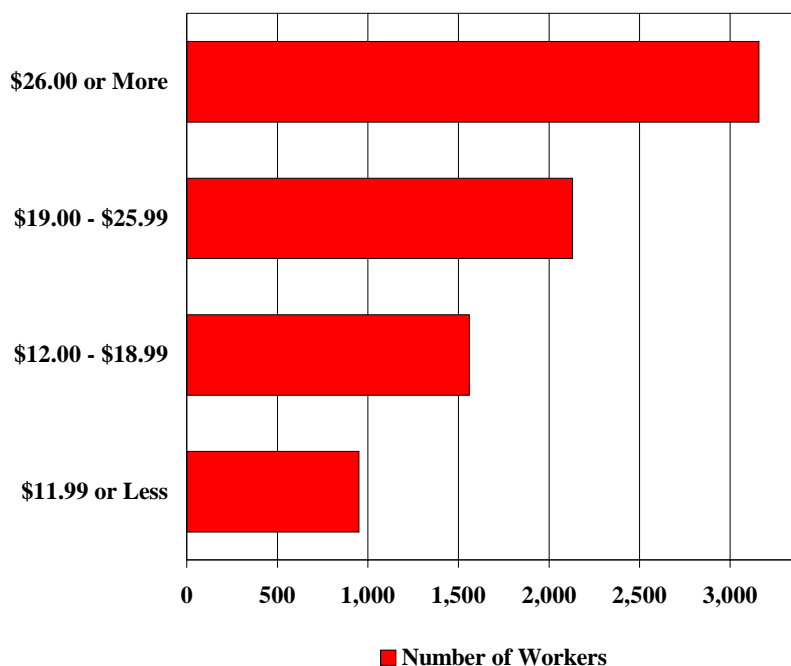
Hourly	Weekly	Monthly	Annually
\$ 8.00	\$ 320.00	\$ 1,386.00	\$ 16,640.00
\$ 10.00	\$ 400.00	\$ 1,733.00	\$ 20,800.00
\$ 12.00	\$ 480.00	\$ 2,078.00	\$ 24,960.00
\$ 14.00	\$ 560.00	\$ 2,425.00	\$ 29,120.00
\$ 16.00	\$ 640.00	\$ 2,771.00	\$ 33,280.00
\$ 18.00	\$ 720.00	\$ 3,118.00	\$ 37,440.00
\$ 20.00	\$ 800.00	\$ 3,464.00	\$ 41,600.00
\$ 22.00	\$ 880.00	\$ 3,810.00	\$ 45,760.00
\$ 24.00	\$ 960.00	\$ 4,157.00	\$ 49,920.00
\$ 26.00	\$ 1,040.00	\$ 4,503.00	\$ 54,080.00
\$ 28.00	\$ 1,120.00	\$ 4,850.00	\$ 58,240.00
\$ 30.00	\$ 1,200.00	\$ 5,196.00	\$ 62,400.00



## CURRENT WAGE RATES OF COMMUTERS BY RANGE

### Culpeper County

7,800 Commuters



## CURRENT WAGE RATES OF COMMUTERS PER HOUR (rounded)

<u>\$7.99 or Less</u> <b>160</b>	<u>\$8.00 - \$8.99</u> <b>160</b>	<u>\$9.00 - \$9.99</u> <b>160</b>	<u>\$10.00 - \$10.99</u> <b>240</b>	<u>\$11.00 - \$11.99</u> <b>230</b>
<u>\$12.00 - \$12.99</u> <b>310</b>	<u>\$13.00 - \$13.99</u> <b>160</b>	<u>\$14.00 - \$14.99</u> <b>230</b>	<u>\$15.00 - \$15.99</u> <b>230</b>	<u>\$16.00 - \$16.99</u> <b>230</b>
<u>\$17.00 - \$17.99</u> <b>240</b>	<u>\$18.00 - \$18.99</u> <b>160</b>	<u>\$19.00 - \$19.99</u> <b>470</b>	<u>\$20.00 - \$20.99</u> <b>310</b>	<u>\$21.00 - \$21.99</u> <b>160</b>
<u>\$22.00 - \$22.99</u> <b>160</b>	<u>\$23.00 - \$23.99</u> <b>160</b>	<u>\$24.00 - \$24.99</u> <b>400</b>	<u>\$25.00 - \$25.99</u> <b>470</b>	<u>\$26.00 - \$26.99</u> <b>240</b>
<u>\$27.00 - \$27.99</u> <b>160</b>	<u>\$28.00 - \$28.99</u> <b>160</b>	<u>\$29.00 - \$29.99</u> <b>80</b>	<u>\$30.00 - \$ 30.99</u> <b>160</b>	<u>\$31.00 or More</u> <b>2,360</b>



## EXPERIENCE AND SKILLS

The experience and skills categories used in this report are designed to provide accurate workforce data for employers that fall into one or more of the following four broad groups:

- manufacturing, assembly, fabrication, design and development, testing or other industrial operations;
- office, data processing, government service, call centers, technology, research, information processing, professional services, computer operations or other operations which might be “white collar” in nature;
- logistics, communications, government contracting, internet operations, distribution or transportation operations; and,
- operations related to security services, customer care, personal services hospitality, sales, or customer service and other public interface.

The experience and skills categories are purposefully similar in order to present the most accurate worker availability for operations in one of those four groups.

An employee in the front office of a manufacturing operation will be considered to have “manufacturing” experience but may only have “office” skills. Someone with “industrial experience” may not have “industrial machines” skills, but could have “materials handling” skills if they work in shipping or receiving. “Sales” and “customer service” experience cross many other experience and skills categories and ideally would be possessed by anyone with customer contact to any degree.

The similarities between the skills and experience categories are designed to ensure inclusiveness considering the multitude of tasks and job titles present in most business, government and institutional operations. Additionally, what may appear to some observers as redundancy is, in reality, a proven mechanism to cross check the validity of responses and to identify the degree to which workplace and professional competencies are truly transferable to new positions and employers.

**EMPLOYMENT EXPERIENCE OF COMMUTERS (rounded)****Culpeper County - 7,800 Commuters**

The following table shows the approximate number of commuters who are experienced in the categories listed. Individuals polled may have experience in more than one job classification.

<b>Experience</b>	<b>Number of Commuters</b>	<b>Percentage</b>
Office Operations	4,290	55%
Hospitality/Customer Service	1,010	13%
Customer Care	2,650	34%
Manufacturing/Assembly/Fabrication	1,720	22%
Warehouse/Distribution/Transportation	2,100	27%
Maintenance/Installation/Repair	1,870	24%
Medical/Health Sciences	1,250	16%
Industrial Operations	2,340	30%
Government/Education	2,340	30%
Upper Management	3,510	45%
Middle Management	860	11%
Information Technology/Telecommunications	1,790	23%
Biotechnology/Life Sciences	80	1%
Electronics/Engineering	780	10%
Computer Programming	1,480	19%
Security Systems Operations	470	6%
Software Design and Development	780	10%
Hardware Design And Development	470	6%
Financial Services	860	11%
Sales Including Internet Sales	1,790	23%
Call Center	1,010	13%



**EMPLOYMENT SKILLS OF COMMUTERS (rounded)****Culpeper County - 7,800 Commuters**

The following table shows the approximate number of commuters who are skilled in the categories listed. Individuals polled may have skills in more than one job classification.

<b>Skills</b>	<b>Number of Commuters</b>	<b>Percentage</b>
Office Operations	4,210	54%
Middle Management	3,510	45%
Manufacturing/Assembly/Fabrication	1,950	25%
Production Machine/Systems Operations/Maintenance	1,330	17%
Warehouse/Materials Handling	2,180	28%
Technician/Quality Assurance	1,790	23%
Maintenance/Installation/Repair	1,790	23%
Medical/Health Sciences	1,010	13%
Machining/Welding/Other Industrial Machines	860	11%
Upper Management	2,340	30%
Middle Management	3,510	45%
Information Technology/Telecommunications	1,560	20%
Database Management/Operations	1,790	23%
Electronic Information Provider	550	7%
Electronics/Engineering	700	9%
Computer Network Engineering	860	11%
Security Systems Management/Operations	620	8%
Software Development/Programming	860	11%
Internet Services	860	11%
Content/Web Design/Maintenance	470	6%



**TECHNICAL/PROFESSIONAL CERTIFICATIONS AND LICENSES**  
**COMMUTING WORKFORCE\* – 3,700 PERSONS**  
**Culpeper County, Virginia**

<b>Certification</b>	<b>Number of Commuters</b>	<b>Percent of Total</b>
Government Security Clearance	630	17%
Information Technology	260	7%
Teaching	150	4%
Registered Nurse	150	4%
Nursing Assistant	150	4%
General Contractor/Construction	150	4%
Commercial Driver License	150	4%
Real Estate	150	4%
Finance/Insurance/CPA	150	4%
Engineer	110	3%
Electrical	110	3%
Paramedic/EMT	110	3%
Forklift/Heavy Equipment	110	3%
Mechanic	110	3%
Plumber/Master Plumber/HVAC	110	3%
Communications	110	3%
Welder	75	2%
Other (Microsoft, beautician, printer, satellite/cable TV installer, broadcaster, FAA, pharmacist)	925	25%

\* Slightly more than 47%, or 3,700 , of Culpeper County's commuters hold one or more forms of technical/professional licenses or certifications or security clearances.



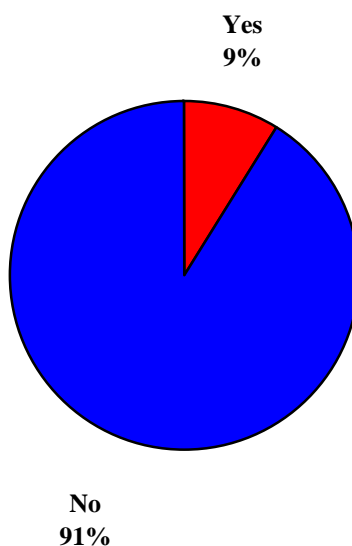


## UNION AFFILIATION AND PREFERENCE

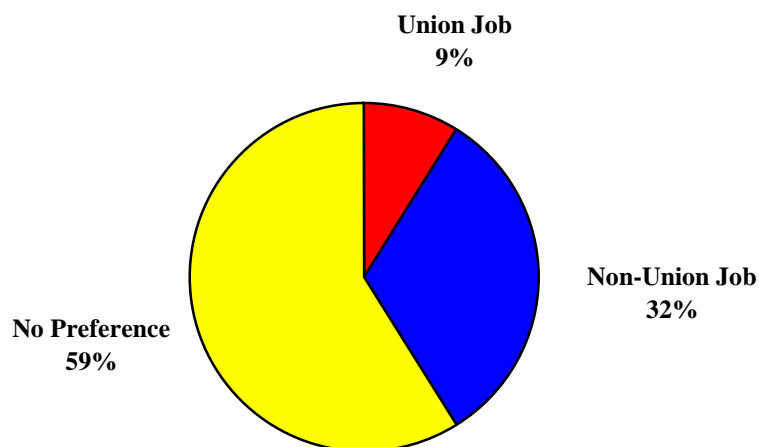
### Culpeper County Resident Commuters

A modest 9% of Culpeper's resident commuters are current union members. The National Air Traffic Controllers Association, the United Food and Commercial Workers, various Teachers unions and the Fire Fighters represent the largest shares of this group. The balance is not made up of union members and expresses no preference for a union job.

#### UNION MEMBERSHIP



#### UNION PREFERENCE



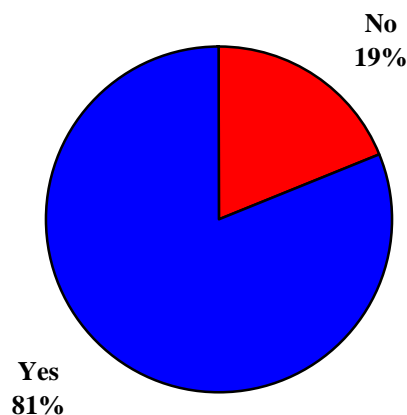
## **COMMUTERS' OPINIONS ON COMPARABLE / AVAILABLE JOBS**

### **Culpeper County**

We asked the 7,800 individuals who live in Culpeper County but work elsewhere whether they would consider taking a job in Culpeper County if one comparable to their current job became available. For the 7,100 full-time workers, 81%, or approximately 5,750 individuals, responded in the affirmative.

### **CONSIDER TAKING A COMPARABLE JOB IN CULPEPER COUNTY?**

#### **Full-Time Workers**



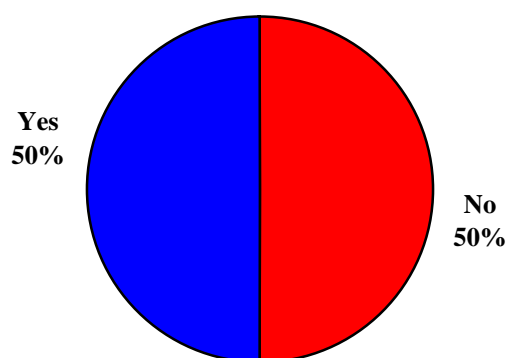
Additionally, for those 700 or so commuters who work part-time, 76%, or 530 workers, reported they would consider a part-time job in Culpeper County if one comparable to their current job became available. Further, of the part-time commuters, 43% of them, approximately 300 individuals, would consider full-time work in Culpeper County if a good job became available.

Of those who resisted full time employment, most enjoyed working part time or lacked the time to devote to a full time job. Of those who wavered, money or “the right job” would offer powerful motivation. Please note that crossover may exist in these responses.

The commuters were also surveyed as to whether they would consider taking a job in Culpeper County that was available but not comparable to their current job. 50% of full-time workers responded positively. The part-time commuters were also split 50-50 on this question.

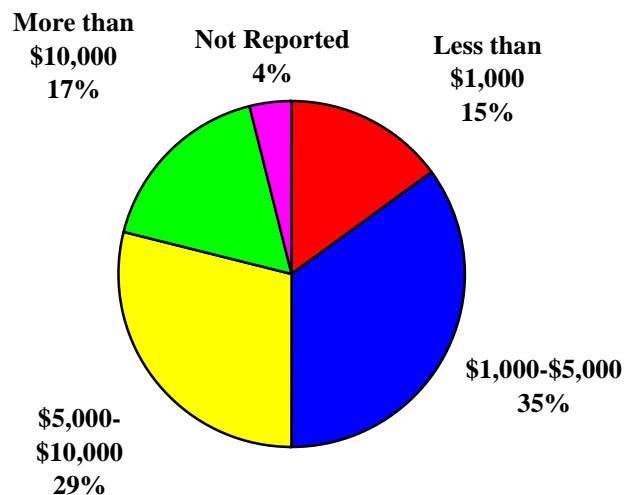
### **CONSIDER TAKING AN AVAILABLE, BUT NOT COMPARABLE, JOB IN CULPEPER COUNTY?**

#### **Full-Time Workers**



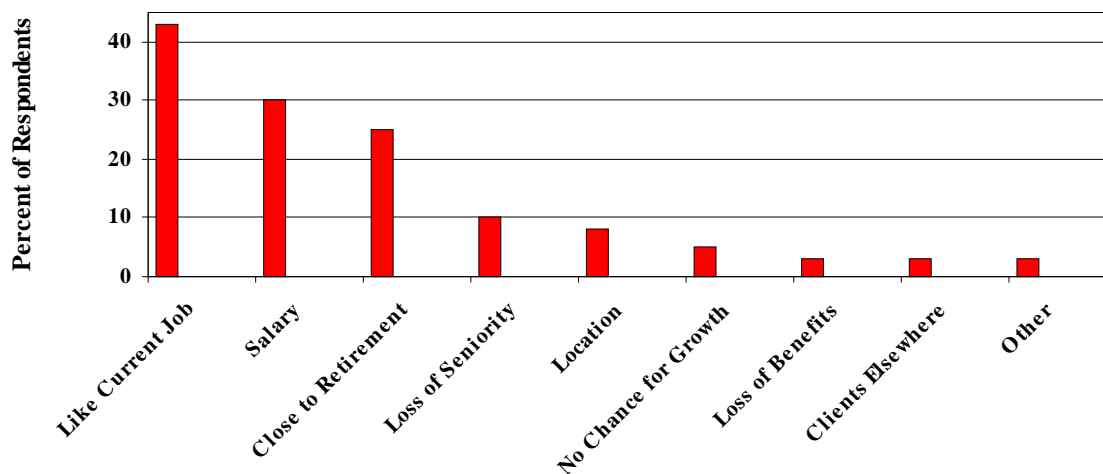
The full-time commuters (2,100 of 3,550 commuters) who would take an available, but not comparable, job in Culpeper County were asked how much of a reduction in annual salary they would be willing to take in order to work in their home county.

#### **Reduction in Annual Salary - Median \$4,768**

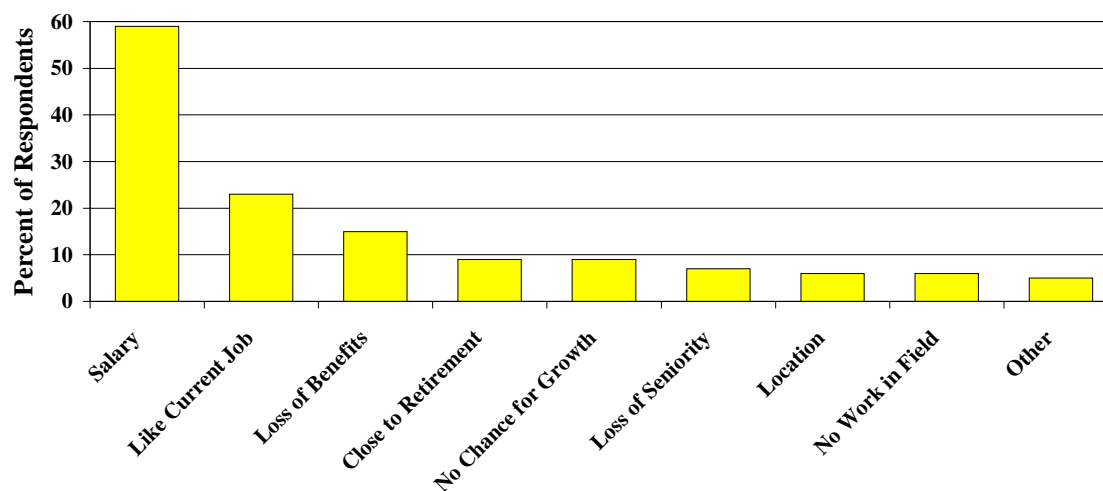


Those individuals who responded negatively to the above questions were then asked why they would not consider taking a job in Culpeper County if (a) one comparable to their current job became available and (b) one was available, but not comparable, to their current job. The reasons are shown in the charts below. It should be noted that some crossover exists in these answers.

### REASONS FOR NOT TAKING A COMPARABLE JOB



### REASONS FOR NOT TAKING AN AVAILABLE JOB



## FACTORS AFFECTING JOB DESIRABILITY IN CULPEPER COUNTY 7,800 TOTAL COMMUTERS

In an effort to identify those factors most important to Culpeper County resident commuters relative to consideration of an employer's desirability, the surveyed individuals were asked to rate the following job factors on a scale of 1 to 5, with 5 being "extremely important" and 1 being "not important". The table below presents the ratings for each factor. Please note this table is reflective of the 7,800 total commuters leaving Culpeper County each day to work.

<b>Factor</b>	<b>5 Extremely Important</b>	<b>4 Very Important</b>	<b>3 Important</b>	<b>2 Somewhat Important</b>	<b>1 Not Important</b>
Salary	57%	33%	7%	1%	2%
Location	25%	28%	30%	10%	7%
Insurance Benefits	58%	25%	9%	3%	5%
Retirement Benefits	55%	25%	9%	2%	5%
Paid Sick Leave & Holidays	49%	36%	11%	2%	2%
Physical Working Environment	29%	39%	23%	6%	3%
On-Site Child Care	6%	5%	10%	9%	70%
Paid Training Programs	21%	27%	30%	10%	12%
Flexible Work Schedule	33%	27%	25%	8%	7%
Opportunity for Advancement	36%	35%	19%	4%	6%
Financial Stability of the Company	63%	26%	7%	2%	2%
Reputation of the Company	41%	39%	14%	3%	3%
Size of the Company	9%	14%	30%	20%	27%

In the table below, the factors are presented in order by “extremely important”. Bear in mind that the scores should be viewed in relation to each other. In other words, respondents ranked insurance benefits as more “extremely important” as a job factor than paid training programs, although such a ranking does not mean that Culpeper County resident commuters consider paid training programs to be unimportant in their evaluation of new job opportunities.

<b>Factor</b>	<b>Extremely Important</b>
Salary	57%
Location	25%
Insurance Benefits	58%
Retirement Benefits	55%
Paid Sick Leave & Holidays	49%
Physical Working Environment	29%
On-Site Child Care	6%
Paid Training Programs	21%
Flexible Work Schedule	33%
Opportunity for Advancement	36%
<b>Financial Stability of the Company</b>	<b>63%</b>
Reputation of the Company	41%
Size of the Company	9%

## **EMPLOYERS' VIEWS OF CULPEPER COUNTY'S TOTAL WORKFORCE**

In developing a profile of existing workers in Culpeper County, The Pathfinders considered such factors as labor availability, productivity, unionization, attitudes, costs and education. The analysis was based upon interviews conducted with senior management and human resources professionals from companies located in the labor shed. Each of these companies operates in the industrial, commercial, institutional or service sectors.

The interview sampling was sufficiently large to make valid workforce judgments. Employers interviewed were asked to provide subjective views of their workers, in addition to objective and quantitative measurements of labor productivity, availability, attitudes, and costs. Employers with operations in other regions of the United States were asked to compare their experiences in those other areas with their experiences in Culpeper County.

The Culpeper County workforce received solid marks for productivity. 58% of the companies interviewed operate facilities in other location virtually all of them stated that their local operations compared favorably with other operations in terms of profitability and productivity.

Our experience in evaluating workforces suggests that a correlation between productivity, absentee rates, tardiness rates, and turnover appears to exist. That correlation goes beyond the fact that an absent worker is obviously unproductive. Rather, those factors are indicative of an employee's attitude toward the job. The companies interviewed in Culpeper County judged absenteeism to be "low to moderate". A large majority of companies reported similar experiences with turnover and tardiness. Most stated that substance abuse incidence is very low and more than half test for substance abuse.

One of the most common employer complaints throughout the nation relates to the basic educational competencies of the workforce. Following are the ratings that employers in the labor shed give employees relative to the basic educational competencies of reading, writing, and calculations.

## PERCENT OF EMPLOYERS RATING THE CULPEPER COUNTY TOTAL WORKFORCE

Category	Excellent	Good	Fair	Poor
Reading/Writing Competency	8%	58%	36%	0%
Calculations Competency	8%	58%	26%	8%

Another common employer lament relates to the shortage of skilled and technical workers. The availability of these workers in Culpeper County must be viewed from the perspective of comparative availability when other areas of the State and Nation are considered. Skilled and technical workers are in great demand and difficult to find in most locations. Of the companies in the labor shed interviewed, 17% considered skilled worker availability to be “Excellent” or “Good”, while 50% considered it to be “Fair”. The availability of technical workers in the labor shed was rated “Excellent” or “Good” by 8% of the interviewed companies and “Fair” by 58%.

The following table provides a composite portrait of employers’ experiences with and opinions of workers in Culpeper County. Taken in context with the data gathered and presented in the above, a balanced profile of the attributes of individuals available to fill the labor needs of new and expanding firms is provided.

Category	Excellent	Good	Fair	Poor
Availability of Skilled Workers	8%	8%	50%	34%
Availability of Unskilled Workers	25%	50%	25%	0%
Availability of Technical Workers	0%	8%	58%	34%
Availability of Professional Workers	0%	34%	33%	33%
Worker Productivity	8%	67%	17%	8%
Worker Reliability and Attitudes	8%	67%	25%	0%
Teamwork Skills	0%	84%	16%	0%
Entry Level Skills	0%	58%	42%	0%





**COMPARISONS OF EMPLOYERS RATINGS**  
**TOTAL WORKFORCE**  
**Culpeper County, Virginia /**  
**Locations Previously Surveyed**

In the course of workforce surveys, local employers are asked to rate their workers on a number of factors. Those factors include: worker productivity; worker reliability and attitudes; reading/writing competency; calculations competency; availability of skilled workers; availability of unskilled workers; availability of technical workers; and, availability of professional workers. Local employers are asked to rate each factor either “Excellent”, “Good”, “Fair”, or “Poor”.

The purpose of these interviews and ratings is not only to determine how local employers rate their workers, but also to provide a means for comparing local ratings to those of all locations surveyed during the past eighteen months. Such comparison will enable you to assess your employers’ ratings of their workers in contrast to the body of thousands of employer ratings recorded in that period.

The following charts present the comparative results for each factor. They compare the percentages of the Culpeper County employers who rated their workers “Excellent”, “Good”, “Fair”, or “Poor” on each factor with the “Highest” rating of that factor in all areas surveyed in the last eighteen months and the “Median” rating for that factor in all areas surveyed during that time. As a result, the “Highest” and “Median” ratings do not add to 100%.

For example, 67% of the Culpeper County employers rated “Worker Productivity” as “Good”. Of all the locations surveyed during the last eighteen months, the “Median” for that rating is 59%, and the “Highest” rating recorded in the “Excellent” category is 86%. The same comparison applies for each of the other factors.

In these charts, Culpeper County is shown as “Labor Shed”.



## WORKER PRODUCTIVITY

Excellent		Good		Fair		Poor	
Highest	57%	Highest	86%	Highest	46%	Highest	13%
<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>67%</b>	<b>Labor Shed</b>	<b>17%</b>	<b>Labor Shed</b>	<b>8%</b>
Median	19%	Median	59%	Median	19%	Median	5%

## WORKER RELIABILITY AND ATTITUDES

Excellent		Good		Fair		Poor	
Highest	54%	Highest	83%	Highest	43%	Highest	17%
<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>67%</b>	<b>Labor Shed</b>	<b>25%</b>	<b>Labor Shed</b>	<b>0%</b>
Median	18%	Median	55%	Median	23%	Median	6%

## READING/WRITING COMPETENCY

Excellent		Good		Fair		Poor	
Highest	40%	Highest	81%	Highest	70%	Highest	31%
<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>58%</b>	<b>Labor Shed</b>	<b>36%</b>	<b>Labor Shed</b>	<b>0%</b>
Median	9%	Median	54%	Median	32%	Median	8%

## CALCULATIONS COMPETENCY

Excellent		Good		Fair		Poor	
Highest	50%	Highest	75%	Highest	68%	Highest	30%
<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>58%</b>	<b>Labor Shed</b>	<b>26%</b>	<b>Labor Shed</b>	<b>8%</b>
Median	8%	Median	45%	Median	40%	Median	13%



### AVAILABILITY OF SKILLED WORKERS

Excellent		Good		Fair		Poor	
Highest	26%	Highest	70%	Highest	63%	Highest	37%
<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>50%</b>	<b>Labor Shed</b>	<b>34%</b>
Median	7%	Median	42%	Median	36%	Median	21%

### AVAILABILITY OF UNSKILLED WORKERS

Excellent		Good		Fair		Poor	
Highest	58%	Highest	85%	Highest	55%	Highest	21%
<b>Labor Shed</b>	<b>25%</b>	<b>Labor Shed</b>	<b>50%</b>	<b>Labor Shed</b>	<b>25%</b>	<b>Labor Shed</b>	<b>0%</b>
Median	22%	Median	50%	Median	21%	Median	8%

### AVAILABILITY OF TECHNICAL WORKERS

Excellent		Good		Fair		Poor	
Highest	36%	Highest	79%	Highest	78%	Highest	58%
<b>Labor Shed</b>	<b>0%</b>	<b>Labor Shed</b>	<b>8%</b>	<b>Labor Shed</b>	<b>58%</b>	<b>Labor Shed</b>	<b>34%</b>
Median	7%	Median	28%	Median	48%	Median	22%

### AVAILABILITY OF PROFESSIONAL WORKERS

Excellent		Good		Fair		Poor	
Highest	31%	Highest	75%	Highest	69%	Highest	46%
<b>Labor Shed</b>	<b>0%</b>	<b>Labor Shed</b>	<b>34%</b>	<b>Labor Shed</b>	<b>33%</b>	<b>Labor Shed</b>	<b>33%</b>
Median	7%	Median	37%	Median	36%	Median	23%



Additional salient points resulting from our employer interviews are:

- our sample of companies employs a total of 2,566 workers and ranges in head counts from 635 to 15 FTE's;
- only one of the firms is represented by a union;
- 67% of establishments reported less than 10% of new hires from the ranks of the unemployed and 25% reported between 10% and 50% of new hires came from the unemployed;
- these operations reported the following hard skills necessary to run their businesses –
  - blue print reading .....8%
  - welding .....8%
  - computer operations ..... 17%
  - machinist .....8%
  - CNC machine operator.....8%
  - tool and die .....8%
  - maintenance ..... 17%
  - mechanical ..... 17%
  - technical .....42%
  - general labor.....8%
  - customer service/support.....8%
  - other (work ethic, math, reading, electrical, warehouse) ..... 17%
- managers in these establishments reported the following skills most difficult to find –
  - computer operations .....8%
  - machinist .....8%
  - maintenance .....8%
  - mechanical .....8%
  - machine operator.....8%
  - truck driver .....8%
  - technical .....42%
  - other (work ethic, management, press operator).....25%



In this regard, employers awarded moderate grades to local public schools with none rating them “Excellent” in terms of their graduates’ readiness for the workplace; 40% rating them “Good”; 40% “Fair”; and, 20% “Poor”. Community and Technical Colleges fared marginally better with none “Excellent” or “Poor”. 58% rated them “Good” and 42% “Fair”.

Further, we asked these business managers to rank their top 3 operating cost factors. While we did not attempt to compensate for differences in accounting and financial planning methods, the following table ranks the factors as operating costs.

Cost Factor	Factor Rank		
	#1	#2	#3
Labor/Salaries	67%	17%	16%
Utilities	0%	17%	8%
Taxes	8%	8%	8%
Benefits	0%	25%	25%
Materials	25%	25%	8%
Building/Facilities	0%	8%	17%
Machinery/Equipment	8%	0%	8%
Transportation	8%	17%	8%
Other*	8%	8%	17%

\* “Other” category includes mistakes, depreciation and overhead.

## CLOSING REMARKS

The foregoing report represents an assessment of the commuting workforce in Culpeper County, Virginia. The information gathered from the household survey of individuals, after being tabulated and analyzed, documents the number of commuters, their counties of employment, their reasons for commuting and their likelihood of considering employment in Culpeper County. Also included in the assessment are such factors as age, gender, education, current pay, current occupation and commuting distances and times of these individuals.

In total, approximately 7,800 individuals live in Culpeper County and work in a different county. Of these individuals, almost 6,300 (almost 89%) would consider working in Culpeper County if a job comparable to their own became available. The reader is cautioned that, while the number of commuters identified in the region, as well as their skills, experience, education, and costs, is accurate within a margin of error no greater than 5%, all of those individuals may not be acceptable candidates for an employer. Their previous work records, stability, integrity, intelligence, appearance, and other factors are not considered in this report.

Local officials can use the information contained in this report as an aid in their economic development efforts to attract establishments and new jobs that may employ these commuters in Culpeper County. In order for these workers to seek employment in Culpeper County, jobs comparable to their own will need to be created.

With the continued attraction of new companies for the purpose of job creation, these individuals might well keep their skills and experience, plus their substantial commuting and miscellaneous expenditures, within Culpeper County. Attracting new employers to the County can also be considered a local business retention and expansion initiative by increasing the workforce and potential customer base for those resident businesses that operate and sell their goods and services to customers within Culpeper's boundaries.



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